

Department of the Navy Business Vision and Goals

A decade ago, the Berlin Wall fell marking the end of the Cold War. During the Cold War Era, the country was willing to do whatever it had to do to win the long battle with the Soviet Block. Business efficiency was not our highest priority.

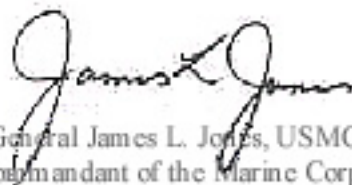
As the Cold War ended, the U.S. private sector revolutionized business practices in response to increasing foreign competition and a rapidly expanding global economy. The gap between Department of Defense and private sector business practices has become increasingly obvious. Although DOD does not have a profit motive or compete for market share, its business functions are very similar to those in the private sector. Today, it is clear that by improving our business practices, we can get more military capability for the resources provided for the defense of the Nation.

The first step in transforming the business side of the Department is contained within this document. It provides the Department's Business Vision and Goals. This is what we want the Department to be. Your duty is to read and understand the vision and goals; ask yourself where your organization fits. Identify what you are doing, or will do to help achieve our vision and goals. What else can you do?

Our next step is development of a corporate level transformation plan which you can use to direct the changes in the business side of our Department from its current state to the envisioned state. This Transformation Plan will highlight a direction, and encourage business process improvement to begin wherever people have good ideas. The revolution in business affairs encourages individual initiative and ideas. The key to our success is our innovative work force. The Transformation Plan will aim at harnessing the energies already in motion to the corporate focus necessary to move the Department toward our vision and goals.

Our Business Vision Goals will require your sustained efforts. Our early focus will be on communicating our vision and goals and educating and energizing our workforce. As Halsey said to Burke before the Battle of Cape Saint George, "If enemy contacted you know what to do." - you too know what needs to be accomplished to improve our business practices.


Richard Danzig
Secretary of the Navy


General James L. Jones, USMC
Commandant of the Marine Corps


Admiral Jay L. Johnson, USN
Chief of Naval Operations

DoN Business Vision and Goals

"Over the past decade, the American commercial sector has reorganized, restructured, and adopted revolutionary new business practices in order to ensure its competitive edge in the rapidly changing global marketplace. It has worked. Now the Department must adopt and adapt the lessons of the private sector if our Armed Forces are to maintain their competitive edge in the rapidly changing global arena."

"The Department has made much progress already. . . . However, we need to go much further and deeper, and we need congressional support."

*Secretary of Defense William S. Cohen
The Report of the Quadrennial Defense Review*

"We are going to take a fresh look at things, and we may do them differently. There are important new prospects here, and that is something...that I care very much about. I care about it in three contexts that I will emphasize to you - how we work, how we fight, and how we live."

"If I am emphasizing anything as Secretary of the Navy, it will be that we have the right ideas in all three respects. We know that we need to equip the people who do the work of the Navy and Marine Corps - the Sailors, Marines, the Civilians, the Reservists - with the resources that they must have."

*Richard Danzig
Secretary of the Navy
16 November 1998*

Business Vision

The Department of the Navy will continue to provide the dominant global naval force and develop future capabilities to safeguard the nation. The Department will recruit, engage, and retain the best people in military and civilian service; deliver recognizable value for every dollar spent; and create a business environment focused on teamwork and outcomes.

Introduction

The United States Navy and the United States Marine Corps are the world's premier naval forces. The naval services are essential to national security and their capabilities directly influence U.S. foreign policies. The mission of Department of the Navy is to acquire, organize, train, and equip forces - fully responsive to the warfighters' requirements - for the Unified Commanders to use. The Department's value to the nation is judged on the capability and quality of the forces we provide. Therefore, our business vision is inextricably linked to the operational needs of the naval services. This means naval business processes must be aligned in the context of end-to-end capability.

The vision and mission for naval forces are contained in other documents. The following general themes highlight the important missions the nation relies on naval forces to accomplish.

- **Global Political Stability.** U.S. naval forces are critical elements of strategic deterrence and maintaining the stability required for globalization and shaping the future in the direction of U.S. interests. Globalization is both integrating and extending the core of free-market democracies.
- **Naval Superiority.** The U.S. must maintain naval dominance. Maintaining a strong naval force deters potential adversaries. Additionally, the expense of competing with the world's premier naval force restricts potential peer level or regional powers from entry into serious naval arms competition.
- **Forward Presence.** Forward deployed naval forces give the U.S. the ability to shape environments through the strategic positioning of people and equipment. The inherent mobility of naval forces provides the ability to rapidly project and concentrate military power world wide, deterring and, if necessary, defeating aggression.
- **Knowledge Acquisition.** In the new global environment, technological advances are rapid and more widespread than ever before. The naval services continue to maintain the culture of innovation, development, and execution that yielded the premier naval force of the Twentieth Century.
- **Readiness Against Unknown Threats.** Niche competitors will attempt to challenge U.S. interests with asymmetric warfare: area denial, terrorism, piracy, chemical-biological warfare, urban warfare, and other

threats. The naval services continue to develop effective strategies to deal with niche competitors and asymmetric threats.

- **International Crisis Response.** The naval services' mission as the Nation's 911 - first on the scene, crisis response team - will grow. U.S. naval forces receive an increasing share of crisis response missions (including deep land attack) because forward deployed naval forces will be the only timely option unconstrained by access agreements in contingencies.

Business Goals

This document presents a vision for supporting the naval forces of the 21st century. It describes a set of strategic business goals critical to achieving that vision. These goals describe common directions, not detailed prescriptions that we can understand and work toward.

1. *Foster continued conceptual, technological, and operational superiority.*

We will do this by:

- Developing business programs to complement the output of the Navy Warfare Development Command, Marine Corps Warfighting Laboratory and other organizations dedicated to development of innovative technological and operational concepts.
 - Investigating new technologies and evaluating their potential impact on the warfighting capability of the United States and potential adversaries.
 - Leveraging leap-ahead technologies that promise a warfighting edge into the 21st century.
- Focusing RDT&E programs on innovative, high payoff challenges, including those with high technical risk.
- Devoting assets to monitor and understand the impacts on naval warfare of potential technological breakthroughs, thus positioning the Department to be able to thwart advanced capabilities of potential adversaries.
- Aligning the Department's acquisition processes to take advantage of global market forces driving information and technology.

2. *People...recruit, engage, and retain the best people - military and civilian.*

We will achieve our goal by:

- Creating an environment that fosters a sense of purpose, innovation, accomplishment and personal development.
 - Cultivating a professional staff with expert knowledge of the Department's businesses and customers.
 - Encouraging the taking of business risks that may lead to significant leaps forward.
 - Recognizing the value of our people, especially those who provide exceptionally effective leadership.
- Making design and labor saving investments that preserve or enhance capabilities while improving working conditions.
 - Identifying and acting on Department-wide improvements that reduce workload, increase efficiency, and enhance quality of life in the support infrastructure ashore.
 - Reducing workload through Service policy initiatives and technology investments.
- Creating balanced management of our people resources...military, civilian, and contractor.
 - Optimizing and balancing the approach to recruiting, training, assigning, using, developing, sustaining, rewarding, and retaining military and civilian personnel.
 - Optimizing use of civilian contractors as an important part of the team.
- Creating opportunities for the development and use of each diverse individual's full potential, leveraging their unique capabilities, within the Department, other organizations, and the private sector.
 - Supporting life-long learning and professional development.
 - Supporting legitimate personal and familial needs and aspirations.
 - Increasing use of collaborative working relationships.
- Increasing flexibility in personnel management to allow the Department to attract mid-career professionals and emerging technical skills.

3. ***Decision Support Systems...Deliver recognizable value for every dollar spent.***

We will achieve our goal by:

- Giving decision-makers the capability to rapidly access the data, knowledge and expertise of government agencies, academia, industry and non-governmental organizations to enhance their understanding of complex situations.
- Developing and providing to decision-makers the tools and technologies to rapidly identify, understand, and control evolving trends; enabling informed decisions at all levels.
- Developing an integrated decision support system with total visibility, accountability and connectivity.
 - Using the best practices (commercial or public) and supporting architectures to support informed decisions (i.e. the right information to the right people at the right time).
 - Capturing data at the point of original entry to make it part of a core body of information supplying many needs.

4. ***Organizing work...Create a business environment focused on teamwork and outcomes.***

We will achieve our goal by:

- Moving beyond the zero-sum resource concept for exponential gains.
 - Organizing with a focus on outcomes versus activity.
 - Combining human talent with decision support systems to move beyond "stovepipes" to an integrated organization.
 - Reducing bureaucracy to get closer to the customer and be more responsive and agile.
- Integrating the development and production of systems with the management of operations and support.
 - Adopt the best business practices for providing services and products to our customers.
 - Aligning naval business processes to achieve end-to-end capabilities.

Implementation of Business Strategy

Achieving our vision in an enterprise as complex as the Department of the Navy is the collective responsibility of all our military and civilian leadership. Organizationally, and as individuals, we are obligated to use our resources economically; producing as much capability as possible with the resources we are entrusted. The Under Secretary of the Navy, the Vice Chief of Naval Operations, and the Assistant Commandant of the Marine Corps will lead the Department's collective efforts, integrating individual initiatives toward achieving goals. Leaders throughout the Department of the Navy must understand the vision, establish transformational goals, work with counterparts, and guide our collective efforts. It is also important that we coordinate our work with external organizations, especially the Office of Management and Budget, the Congress, and the private sector to effect needed changes.

The world is changing faster than we can imagine. Given the rate of change, and the resulting challenges, it is imperative that the goals be achieved as quickly as possible. That may require fundamental change in the processes, policies and procedures by which the Department of the Navy operates. The time to begin is now. Leaders, and their successors, must dedicate themselves to consistent effort towards achieving these goals rapidly.

Leadership Responsibilities

The senior leadership of the DoN will take the following roles in implementation of the Business Vision and Goals:

- Anticipate the future and make better decisions, sooner.
- Interact with other organizations and find out what has worked for them.
- Innovate and encourage others to share their best ideas.
- Adapt by recognizing early indicators of change, seeing things in new ways, and effectively dealing with new directions.
- Build and enhance characteristics that add value, and not simply change for change's sake.